

Approved 24 April 2024

**Minutes of the ICB (Integrated Care Board) People Board Held on  
Wednesday, 22 November 2023 in Room 1, Lune Room, 3<sup>rd</sup> Floor ICB Offices  
Chorley House, Bow Lane, Preston**

Position on Committee	Name	Title/Role
<b>Members</b>	<b>Jane O'Brien</b>	Chair/Non-Executive Member
	<b>Lee Radford</b>	Acting Chief People Officer
	<b>Sarah O'Brien</b>	Chief Nursing Officer
	<b>Trish Armstrong-Child</b>	Provider Collaborative CEO Lead (Chief Executive, Blackpool Teaching Hospitals NHSFT)
	<b>Aisha Chaudhary</b>	Director of Culture and Inclusion
	<b>Andrea Anderson</b>	Director of People - Place and Programmes
	<b>Joe Hannett</b>	Lancashire & South Cumbria (LSC) Voluntary, Community, Faith and social enterprise (VCFSE) Alliance lead
	<b>Kate Smyth</b>	Provider Non-Executive Director representing disability inclusion
<b>In attendance</b>	<b>Fiona Ball</b>	Health Education England Representative
	<b>Mike Burgess</b> (Deputy for Chris Cutts)	Health Education England Representative
	<b>Jason Wood</b>	Staff Side Representative - Unison
	<b>Lisa Ward</b>	Ambulance Service
	<b>Debra Atkinson</b>	Company Secretary / Director of Governance
	<b>Paula Roles</b>	Strategic Workforce Lead
	<b>Debra Atkinson</b>	Company Secretary/Director of Corporate Governance
	<b>Sarah Mattocks</b>	Head of Governance
	<b>Jessica Boothroyd</b>	Delivery Director (Midlands and Lancashire Commissioning Support Unit)
	<b>Charlotte Moul</b>	Workforce Programme Manager
	<b>Louise Coulson (Minutes)</b>	Committee and Governance Officer

Item No	Item	Action
1.	<p><b><u>Welcome and Introductions</u></b></p> <p>The Chair welcomed everybody to the meeting of the People Board and welcomed new members of staff. The Chair outlined the attendees and protocols.</p> <p><b>Changes to Terms of Reference (ToR)</b></p>	

	<p>No changes to note at the present time, to the Terms of Reference of the People Board however, since the recommencement of the People Board meetings and with a refresh of the membership future changes will be likely. The development session planned for January 2024 will debate this in further detail.</p> <p><b>Update to Terms of Reference (ToR)</b></p> <p>L Radford thanked the committee for the feedback received via the questionnaire (regarding improvements to purpose and function of the People Board.) The feedback will used to inform any future updates to the Terms of Reference for the People Board and this will be debated in further detail at the January 2024.</p> <p><b>RESOLVED: No update to the Terms of Reference.</b></p>	<p><b>LC</b></p> <p><b>LC</b></p>
2.	<p><b><u>Apologies for Absence / Quoracy of meeting</u></b></p> <p>Meeting is quorate.</p> <p>Apologies for absence had been received from Julia Owen, Debbie Corcoran, David Levy, Chris Cutts, Cath Whalley, Becky Lumberg, Claire Richardson, Jane Scattergood, Kate Quinn, Lorna Krisson, Robert Cragg and Tracey Hopkins.</p>	
3.	<p><b><u>Declarations of Interest</u></b></p> <p>No declarations at the meeting.</p> <p><b>(a) People Board Register of Interests</b></p> <p><b>RESOLVED: No declarations to note.</b></p>	
4.	<p><b><u>(a) Minutes of the Previous Meeting Held on 24 May 2023 and Matters Arising</u></b></p> <p>The Chair asked the committee if the minutes were taken as an accurate record from the last meeting. The committee agreed to approve the minutes.</p> <p>The Chair asked the committee to note thanks to James Fleet, Ibrahim Adia and Sam Baron for their input and support regarding People Board.</p> <p>The Chair introduced herself and gave detail of her background and the approach she planned to take as Chair, including an inclusive and reflective approach. The Chair thanked the committee for her new role as Chair and welcomed Lee Radford as the Interim Chief People Officer.</p> <p>The Chair asked the committee to focus on how People Board would function moving forwards. To consider a system approach and for the committee to support the strategic objectives of the ICB.</p> <p>The Chair also thanked the committee for the input and feedback received thus far regarding improvements to purpose and function of the committee.</p> <p><b>RESOLVED: The minutes of the meeting held on 24 May 2023 were approved as a correct record.</b></p> <p><b><u>(b) Action Log</u></b></p> <p>L Radford introduced and highlighted updates to the action log for the committee inviting updates from the committee as items progressed.</p>	

	<p><b>Item 1 – Terms of Reference (ToR) of the People Board.</b> ToRs to be refined following development session in January 2024.</p> <p><b>Item 2 - Priority 1: Delivering sustainable workforce capacity.</b> Workplans to be refined following development session in January 2024.</p> <p><b>Item 3 - Priority 5: Optimise Workforce Productivity and Transformation.</b> Workplans to be refined following development session in January 2024.</p> <p><b>Item 4 - Belonging Workstream.</b> EDI Annual report was reviewed and approved by the ICB Board in September 2023. The Belonging Plan will be presented today – see section 7.</p> <p><b>Item 5 - Implementation of the Lancashire and South Cumbria Integrated Care Strategy.</b> Chief People Officer to speak to place-based directors for updates and outcomes to feed into development session in January 2024.</p> <p><b>RESOLVED: The action plan is noted and approved.</b></p>	
5.	<p><b><u>Purpose and Role of People Board</u></b></p> <p>The Chair introduced this item and asked that D Atkinson and L Radford present their items on the role of the People Board with questions and a discussion to follow.</p> <ul style="list-style-type: none"> <li>• <u>National/System and ICB</u> D Atkinson introduced and outlined the Statutory Governance of People Board.</li> <li>• <u>Focus on the Development Session in January 2024</u> L Radford presented this item asking the committee to consider how to work together and what we [the People Board] wish to achieve. L Radford asked the committee to consider if the People Board priorities are currently aligned and discussed the questionnaire feedback.</li> </ul> <p>The Chair thanked both D Atkinson and L Radford for their presentation and opened the floor for questions and comments.</p> <p>J Hannett noted the richness of the discussions in relation to the topic and enquired how this could be developed. J Hannett then went on to ask the committee what they believed was meant by the 'One Workforce' and what is the committee's understanding of one workforce.</p> <p>S O'Brien raised the issue of the framework supported by the ICB Board and the NHS strategy to support the implementation of the one workforce. What should be the priority of focus and, the timeframes for such.</p> <p>T Armstrong-Childs stated the most pressing issue is the lack of workforce in the current climate, and the stated priorities are currently too broad and unattainable. T Armstrong-Childs asked the committee to consider:</p> <ul style="list-style-type: none"> <li>- What is our [the People Board's] purpose</li> <li>- If we could start on a small area of focus to begin with</li> <li>- To select meaningful and tangible outputs</li> <li>- Not to apologise for selecting micro actions if this is the direction of travel.</li> </ul> <p>F Ball and M Burgess both asked the committee to consider how the insights data could be used to capture projects and provide insights to the ICB Board. Noting that</p>	

	<p>previous projects had started with a small 'So What?' and developed into larger activities. The staff and patient stories worked well to provide a starting point and the 'so what?' element to be worked through.</p> <p>L Ward commented on the good discussion and enquired as to the ICB function; is there a necessity to be clear about statutory responsibilities and what does the committee feel is required from such engagement.</p> <p>P Roles stated a key responsibility of the committee was to ensure that this didn't just reflect the NHS focus but that all partners, stakeholders were to be considered and included. S O'Brien asked the committee to note that the guidance has been written and designed by the NHS. D Atkinson also asked the committee to note the statutory guidance on the role of the NHS. Advocates for the system, can spend money and are able to influence and set the direction.</p> <p>The Chair summed up on the comments and asked the committee to note and consider what the committee wants to do and what we wish to achieve. The Chair asked the committee to reflect and bring ideas and suggestions to the development session in January 2024.</p> <p><b>Action: D Atkinson provided the presentation and this will be circulated.</b></p> <p><b>RESOLVED: The presentation is noted.</b></p>	
6.	<p><b><u>Development of 5 – Year Workforce Integrated Care Strategy – Update</u></b></p> <p>J Boothroyd introduced the presentation, asking the committee to note the aim; to produce an innovative and step change workforce strategy supported by a forward-thinking training and education plan that will support recruitment and retention, improve quality and safety, support service recovery and delivery, and enable Lancashire and South Cumbria's vision for integrated care.</p> <p>The Chair thanked J Boothroyd for the insightful presentation and asked what she envisioned the People Board could do to support this strategy. The Chair asked all present to consider how this strategy approaches new ways of working, organisational cultures, inclusion, diversity and leadership and opened the floor to questions.</p> <p>S O'Brien opened with discussions held at a recent address by the Chief Nursing Officer, Amanda Pritchard, raised the issue of the NHS workforce and the responsibility of the directors of nursing to take the strategy forwards for the next few years, with a focus on retention across the sector.</p> <p>J Hannett stated there is a clear link from development of people and funding to invest. Noting funding in the voluntary, community, faith and social enterprise (VCFSE) sector is required and a need to support this across the system to allow full integration.</p> <p>J Boothroyd responded, the ability to invest in VCFSE training and development requires assessment and an inclusive approach. This will be drawn out as a point of discussion within the development session in January.</p> <p>P Roles asked the committee to note the essence of the 'one workforce' as this has many remaining barriers and friction between stakeholders across the system but there are some quick wins that could be teased out at the development session in January 2024.</p> <p>The Chair summed up by stating most importantly that it is the intent of the People</p>	

	<p>Board to action this strategy moving forwards.</p> <p><b>RESOLVED: The committee note and are assured by the report.</b></p>	
7.	<p><b><u>Integrated Care System (ICS) Belonging Plan</u></b></p> <p>A Chaudhary introduced the Belonging Plan. The draft copy had been brought to People Board in May 2023 and had received feedback which had now informed and been incorporated into the current version. Areas of development around shared priorities, inequalities and the NHS Leadership Plan hopefully, this will be completed and brought back before the end of the financial year. She emphasized that this is not yet a system-wide plan but an NHS plan.</p> <p>The Chair thanked A Chaudhary for the report and asked for reflections and comments.</p> <p>S O'Brien stated that work is still needed on integration and this necessitates a discussion with the ICB Board. Although integration needs to occur across the whole of the health economy there is a lack of resource to deliver this. An approach where all partners and stakeholders have 'buy-in' to this plan is critical and it cannot be the ICB in isolation.</p> <p>A Chaudhury responded that the ICB Board would have their own action plan to ensure the implementation of the Belonging Plan which would also link to the Equality, Diversity and Inclusion (EDI) Plan. T Armstrong-Childs noted that the Trust (Blackpool Teaching Hospitals Trust) had multiple plans to support their own approach and it is necessary to ensure the action plans align.</p> <p>The Chair thanked the committee for a cohesive discussion generating some positive approaches.</p> <p><b>Action: L Radford will pick this up with Local Authority Leads regarding involvement in further development and implementation of the Belonging Plan.</b></p> <p><b>RESOLVED: The People Board approved the Belonging Plan.</b></p>	LC/LR
8.	<p><b><u>Development of the South Cumbria Place Based Partnership Workforce Programme</u></b></p> <p>C Moul presented the workforce programme for South Cumbria Place. Highlighting the success of the plan which has been used to develop the Place Based Plan for Blackburn with Darwen and has assisted in working up the baseline data.</p> <p>The Chair thanks Charlotte for the comprehensive presentation and asked the committee to consider system and place based approaches for the development session before opening the floor to questions and comments.</p> <p>S O'Brien asked the committee to note the current challenges faced by Place Based delivery teams to ensure equity throughout the system with the workforce being front and center of such plans. C Moul replied that the resources need to be shared across Place.</p> <p>A Arnold highlighted the position of Blackpool and this being a Beacon of Health and Care within the system.</p> <p>J Wood asked the committee to note the City Council Fair Work Charter implemented across the Morecambe Bay area and what this example may lend to discussion and development. M Burgess stated Blackpool are to introduce a similar programme.</p>	

	<p>The Chair thanked the People Board for the meaningful discussion and thank C Moul for the comprehensive presentation.</p> <p><b>RESOLVED: The People Board have received the update and have noted for assurance purposes.</b></p>	
9.	<p><b><u>Integrated Care System Workforce Priorities – Dashboard - Update</u></b></p> <p>F Ball and M Burgess presented the report and highlighted key elements from the slide deck. The slide deck detailing key milestones and workforce priorities with particular emphasis on the bank and agency staff position.</p> <p>The Chair thanked both for the report and data sets and opened the floor for comments and question. The Chair asked the committee to consider the position of the system in relation to bank and agency staffing.</p> <p>L Radford opened by stating the development session in January would include a focus on the agency spend, after meeting with Chief People Officers it was noted that there is a national problem especially in the retention and recruitment of staff in mental health services. L Radford noted that the ICB Board need to have a focus of the issues this poses.</p> <p>D Atkinson requested that the session in January looked to consider a reset to gain more traction around programmes of work. It would be useful to understand the discussions in the Transformation and Recovery Board.</p> <p>The Chair asked the committee to consider the priorities and how to illuminate these.</p> <p>J Hannett asked whether there was a link between high levels of agency spend and poor working cultures, leading to poor quality and care outcomes for patients and service users.</p> <p>T Armstrong-Childs described the complexities and how some providers were building this into their recovery plans, with special focus on fragile services. However, it would prove difficult to provide a system solution to provider services with no staff.</p> <p><b>RESOLVED: The People Board approved the dashboard update.</b></p>	
10.	<p><b><u>Proposed Integration of the Lancashire and South Cumbria Clinical Academy into the Lancashire and South Cumbria Integrated Care Board</u></b></p> <p>L Radford spoke to the report and noted to be taken as read by the committee. He went on to ask the committee to consider the research agenda and how this allows the ICB People Board to benefit from innovative approaches.</p> <p>The Chair thanked L Radford for the report.</p> <p>J Hannett requested clarity in relation to the diagram (appendix 1) the boxes identifying as a group or engagement with groups. L Radford clarified these as groups with sub groups to engage with the voluntary sector.</p> <p><b>Action: L Radford and J Hannett to update to reflect inclusion of voluntary sector sub group.</b></p> <p><b>RESOLVED: The committee approved the proposed integration of the clinical academy subject to addition of voluntary sub group.</b></p>	LR / JH

11.	<p><b><u>Freedom to Speak Up</u></b></p> <p>S Mattocks introduced the item on Freedom to Speak Up and gave insights into the role, and her experiences of being a Freedom to Speak up Guardian.</p> <p>The Chair opened the floor for comments.</p> <p>S O'Brien asked the committee to consider how these roles relate to Primary Care as the ICB's role is not yet to fulfill Freedom to Speak Up (FTSU) in Primary Care, although this is planned for next year (awaiting NHSE guidance). Certain GP Practices require a full quality review and the ICB has neither the resource nor capacity to conduct reviews and this is posing a challenge.</p> <p>J Hannett raised the issue of how the lack of FTSU in Primary Care could impact on safety in relation to patient care. S O'Brien did ask the committee to note that concerns around patient safety are picked up at Quality Committee.</p> <p>D Atkinson stated that the ICB and Trusts have a different approach and asked the committee to note the guidance on FTSU and how this should be picked up individually.</p> <p>L Radford and J O'Brien will look at Freedom to Speak Up in the ICB and wider system in more detail and how they may best support this area.</p> <p><b>RESOLVED: The report was noted and provided assurance.</b></p>	
12.	<p><b><u>Committee Escalation and Assurance Report to the Board</u></b></p> <p>The Chair raised the issues around the risk register, risk items for consideration of staff pay (especially relating to primary care staff and recruitment), key 5 priorities:</p> <p><b>Alert:</b></p> <ul style="list-style-type: none"> <li>- Belonging Plan - People Board believe the integration of the plan across the system i.e., inclusion of ICB, providers, stakeholders and partners require further development to ensure 'buy-in' across the system.</li> <li>- Nursing workforce - There are significant difficulties locally and nationally in relation to recruiting to both undergraduate training programmes and then permanent posts especially around Learning Disabilities Nursing.</li> <li>- Freedom to Speak Up – Challenges of implementation of Freedom to Speak up Guardians in Primary Care.</li> </ul> <p><b>RESOLVED: The items to alert the ICB Board too were agreed.</b></p>	
13.	<p><b><u>Items referred to other committees</u></b></p> <p><b>RESOLVED: No items to be referred to other committees.</b></p>	
14.	<p><b><u>Any Other Business</u></b></p> <p>S O'Brien raised the concerns of the System Quality Group and the generic quality concerns across the ICB system. Where possible, the committee need to provide focus to a specific area of focus, for example learning Disabilities and Autism. S O'Brien also asked the People Board to consider this request in relation to the Learning Disability agenda and for the People Board to consider the Oliver McGowan Learning Disability Training.</p>	

15.	<p><b><u>Items for the Risk Register</u></b></p> <p>No items for the risk register to note.</p>	
16.	<p><b><u>Reflections from the Meeting:</u></b></p> <p>The Chair asked the committee for reflections, comments and feedback and welcomed comments from the meeting asking the committee to consider the challenge and has this made a difference.</p> <ul style="list-style-type: none"> <li>• Was the committee challenged?</li> </ul> <p>S O'Brien agreed with the focus of the People Board discussed and looked forward to how this would be investigated and reflected up on at the development session.</p> <ul style="list-style-type: none"> <li>• Have we made a difference?</li> </ul> <p>J Hannett and A Anderson both agreed the item on Place Based integration was both informative and helpful.</p> <p>S O'Brien asked People Board to note the Directors of Nursing were uneven across the patch.</p>	
17.	<p><b><u>Date, Time, and Venue of Next Meeting</u></b></p> <p>Wednesday 31 January 2024, 1:30pm – 3:30pm, Meeting room 1, Lune Room, County Hall, Preston.</p>	